BMMP Business Management Modernization Program

The DoD Enterprise Business Process Model

An Overview

November 30, 2004

**Arming the Warfighter
Through Business Improvement**

www.dod.mil/comptroller/bmmp

Enterprise Business Process Model (EBPM)

- ➢ *Description:* **The EBPM represents the end-to-end business enterprise of the Department of Defense from the perspective of the life-cycle of DoD resources with the focus on the interactions between the General Ledger and the asset record and HR profiles**

- ➢ *Scope:* **Show how both fiscal accountability and physical accountability for DoD resources are established and maintained across the enterprise for all resources**

➢ **Look beyond DoD's well-established, stove-piped functional and organizational boundaries**

➢ **Develop an "organization neutral, end-to-end" process model to address functional interoperability**

- **Each Domain was involved to ensure all communities were represented**

- **Weaknesses and opportunities were identified**

- **Nearly 148,000 financially relevant requirements were reviewed**

➢ **Depict flow of DoD business events. The EBPM:**

- **Is a tool designed to support portfolio management, achieve interoperability, and ensure architectural integrity**

- **Depicts the lifecycle of DoD resources**

- **Is part of the Business Enterprise Architecture (BEA)**

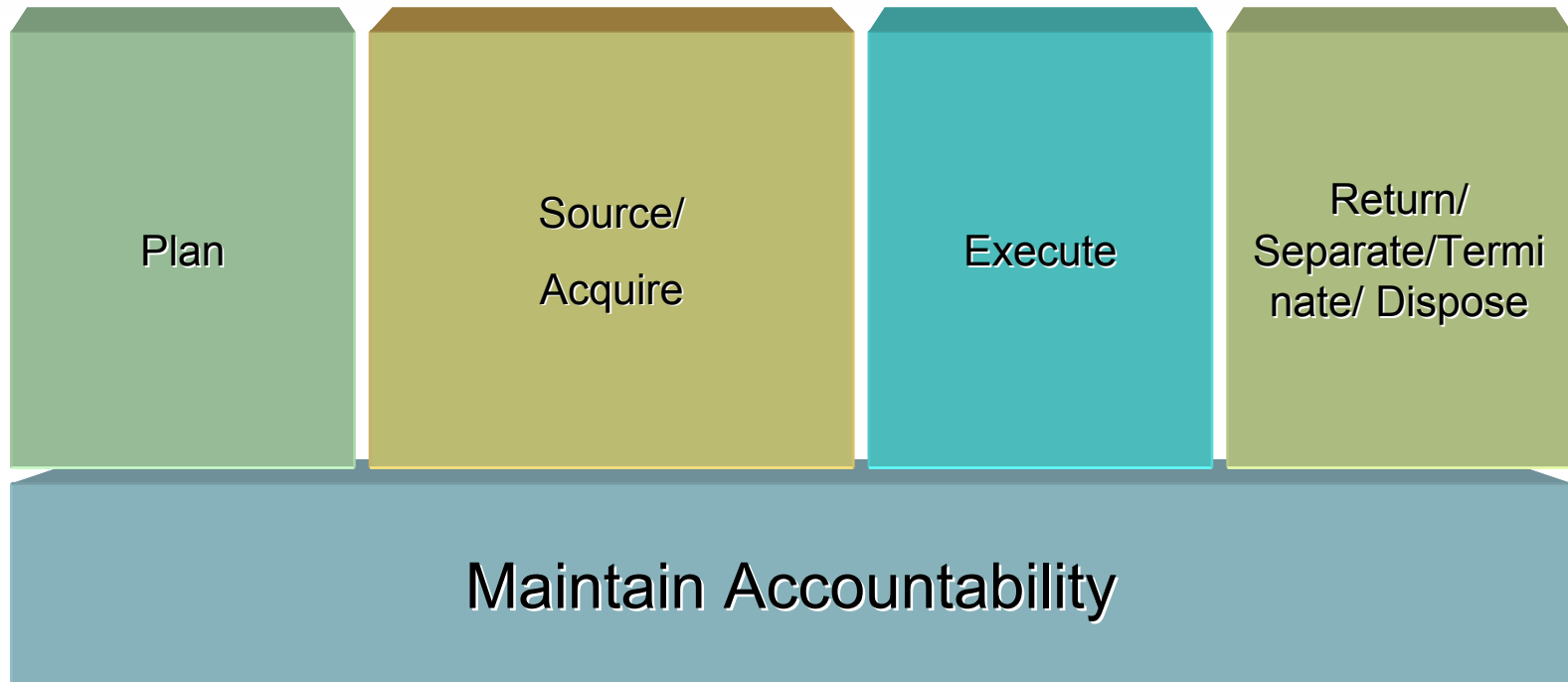- **Associates compliance, requirements, rules with business process steps**

➢ **Hierarchical review of requirements**

- **U.S. Code and Public Law (2.2)**

- **Executive Orders (2.3)**

- **Federal Accounting Standards Advisory Board – FASAB (2.2)**

- **Office of Management and Budget (OMB) Circular A-11 and other Circulars (2.3)**

- **Treasury Financial Manual (2.3)**

- **Joint Financial Management Improvement Program – JFIMP (2.3)**

- **DoD Financial Management Regulations – FMR (2.4)**

Plan	Source/ Acquire	Execute	Return/ Separate/Termi nate/ Dispose

Maintain Accountability

The EBPM framework illustrates DoD mission threads that represent the collection of activities performed by multiple participants to deliver products and services (business value) to the warfighter.

EBPM Represents a Holistic View of DoD

➢ **The EBPM depicts DoD as a seamless enterprise, unconstrained by internal organizational and functional parts**

- **Maps DoD business processes across role-based communities**

  - **(e.g., external stakeholders, operations managers, program managers, accountability managers, resource managers, accounting and finance managers, etc.)**

- **Provides visibility of end-to-end processes, eliminating areas of duplication and inefficiencies**

- **Shows how various business functions within DoD are connected and their critical interdependencies**
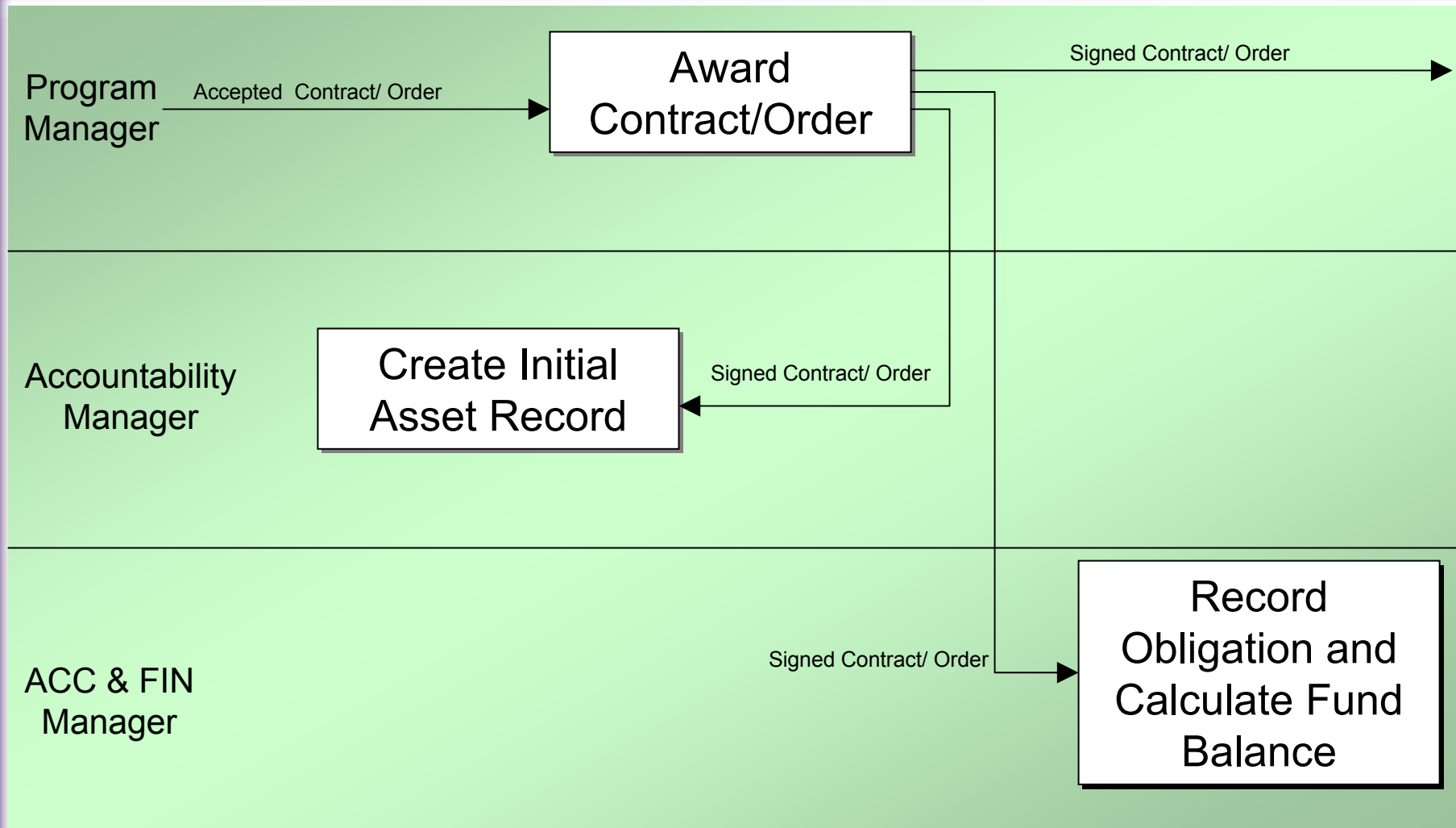
- ➢ **As an analysis tool to support both strategic and tactical business planning and decision making**

  - **Guide Business transformation decisions**

  - **Support IT transformation decisions via portfolio management**

  - **Integrate and support Domain, Component, and program business process reengineering and modeling**

- ➢ **As a guide to help meet and sustain BMMP Increment One objectives:**

  - **Unqualified audit opinion**

  - **Asset accountability**

  - **Total force visibility**

➢ **The EBPM will be used to support business transformational decisions that have impact across DoD. The EBPM helps identify:**

- **Organizational role changes required to support transformation**

- **Requirements for policy change to support transformation**

➢ **The EBPM is a part of the operational view of the BEA; it will be used to support IT transformation decisions via portfolio management:**

- **Portfolio *assessment* by enabling the alignment of "as-is" to "to-be" processes to identify gaps and duplications**

- **Portfolio *selection* by enabling the representation of candidate solution sets against the supported processes**

- **Portfolio *control* (and system certification) by enabling the assessment of systems (or sets of systems) against the required process sequence, business rules, and data objects**

➢ **EBPM supports integration of Domain, Component, and program business processes by identifying:**

- **Gaps, (i.e., as-yet unidentified but critical processes, transactions, roles, controls, information, and data)**

- **Redundant and/or unnecessary processes**

- **Organizational roles or ownership of process, data, and information**

- **Opportunities to automate manual processes**

- **Missing threads between the business, warfighter, and other mission areas**

*"**The EBPM articulates an integrated end-to-end enterprise business process to acquire and sustain capabilities to meet the Defense mission.**"*

-- Business Enterprise Architecture (BEA) Domain Action Officers, 12 October 2004